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# Virginia Association of Planning District Commissions



FEBRUARY 4, 2011

JANE N. KUSIAK  
*EXECUTIVE DIRECTOR*

# Outline of the Presentation

- ↗ Council on Virginia's Future
- ↗ Virginia Performs
- ↗ Regional Competitiveness

# **Introduction to the Council on Virginia's Future and Virginia Performs**

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# Council Overview and Membership

Established in 2003 (Code of Virginia, § 2.2-2683 et seq.) to serve as an advisory board to the Governor and the General Assembly, the Council is a forum where legislative, executive branch, and community leaders come together for work that transcends election cycles, partisanship, organizational boundaries, and short-term thinking.

## The Council:

- Provides a long-term focus on high-priority issues.
- Creates an environment for improved policy and decision-making.
- Increases government accountability, operations, and performance.
- Informs citizens about performance and engages them in dialogue about Virginia's future.

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The Honorable Robert F. McDonnell, Chair  
Governor, Commonwealth of Virginia

The Honorable William T. Bolling  
Lieutenant Governor, Commonwealth of Virginia

Mr. John O. (Dubby) Wynne, Vice Chair  
President & CEO (retired), Landmark Communications

## General Assembly Members

The Honorable Ward L. Armstrong  
Minority Leader, Virginia House of Delegates

The Honorable Charles J. Colgan  
President pro tempore & Chairman, Senate Finance  
Committee, Senate of Virginia

The Honorable M. Kirkland (Kirk) Cox  
Majority Leader, Virginia House of Delegates

The Honorable William J. Howell  
Speaker of the House, Virginia House of Delegates

The Honorable Yvonne B. Miller  
Member, Senate Finance Committee,  
Senate of Virginia

The Honorable Thomas K. Norment, Jr.  
Minority Leader, Senate of Virginia

The Honorable Lacey E. Putney  
Chairman, House Appropriations Committee Virginia  
House of Delegates

The Honorable Richard L. Saslaw  
Majority Leader, Senate of Virginia

## Citizen and Business Community Leaders

The Honorable William D. Euille  
Mayor, City of Alexandria

Mr. W. Heywood Fralin  
President & CEO,  
Medical Facilities of America, Inc.

Mr. Edward W. Gillespie  
Principal & Founder, Ed Gillespie Strategies

Mr. Harris N. Miller  
President & CEO, Career College Association

Dr. Edward G. Murphy  
President & CEO, Carilion Clinic

The Honorable Michael J. Schewel  
Partner, McGuireWoods LLP

## Cabinet Members

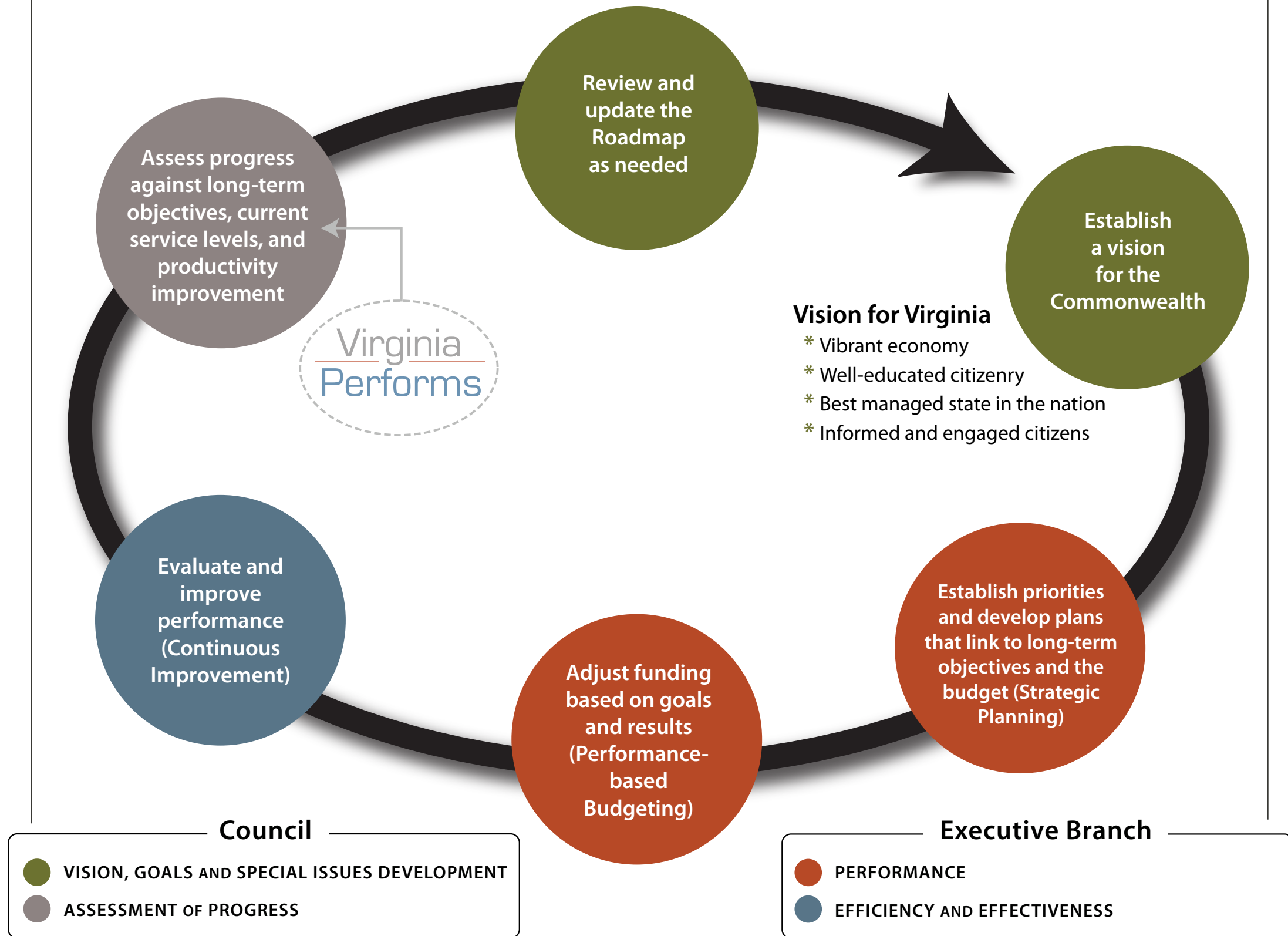
The Honorable Richard D. Brown  
Secretary of Finance

To Be Appointed

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Council support provided by the Weldon Cooper Center for Public Service at the University of Virginia and the Virginia Department Planning and Budget, in cooperation with the Governor's Office.

# ROADMAP FOR VIRGINIA'S FUTURE



# Council Products

## Information / Business Intelligence



**Virginia Performs website:** User-friendly data at state, region and locality levels; portal to state agency strategic plans and performance measures



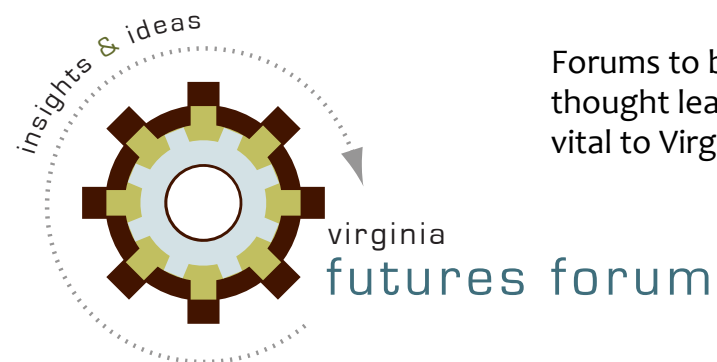
**The Virginia Report:** Annual report with high-level assessment of Virginia's progress in areas important to quality of life; highlights challenges and provides analytic information for decision-making

## Analysis, Dialogue & Recommendations



### Publications and Research:

1. Outcome data by legislative district compiled for members of the General Assembly
2. White papers and custom presentations on key topics
3. Council e-newsletter with updates on the Roadmap and special issues, assessment, performance, and productivity improvement



Forums to bring together thought leaders on issues vital to Virginia



# Virginia Performs

VISION  
FOCUS  
RESULTS

Regions | Trends | Demographics | Map It  
Agency Planning and Performance | Scorecard at a Glance

Economy

Education

Health &amp; Family

Public Safety

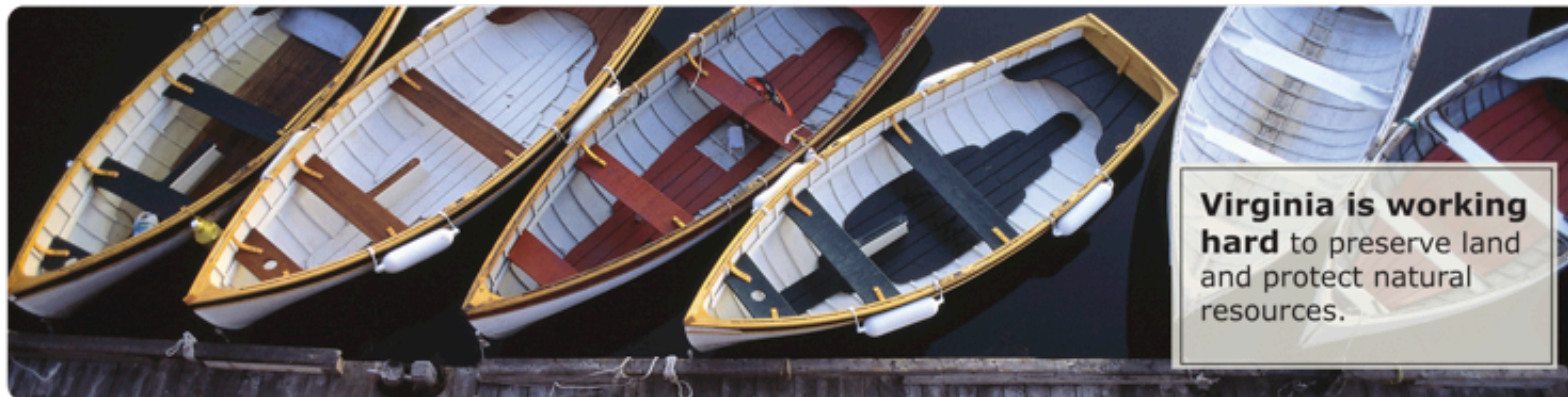
Natural Resources

Transportation

Government &amp; Citizens

Search the Site

Go



## SCORECARD



See how Virginia measures up.

### A message from the Governor of Virginia:

The Commonwealth of Virginia is a spectacular place to live. We treasure the heritage and resources that contribute to our high quality of life, but it takes constant planning and fine tuning to maintain this quality and make needed improvements.

This website, brought to you by the Council on Virginia's Future, shows you how we measure the state's performance, plan for the future and monitor our progress. Explore the links above to see how we're working to make Virginia strong and healthy.

Thanks for visiting.



### Agency Performance Plans



#### Key Objectives at a Glance

Explore by Secretariat how state agencies set and measure their performance goals and targets.

- Administration
- Agriculture & Forestry
- Commerce & Trade
- Education
- Finance
- Health & Human Resources
- Natural Resources
- Public Safety
- Technology
- Transportation

#### State Agencies

Explore performance measures by agency

## Measuring Virginia

Virginia Performs shows you how the state is doing in areas that affect the quality of life for you and your family. Explore these pages ([main menu above](#)) to learn more about the Commonwealth's performance from region to region and compared to other states. For more about your own community, try out our [Map It tool](#). You can also see how Virginia state government is working on your behalf on our [Agency Planning and Performance](#) pages.

### Measuring What Matters

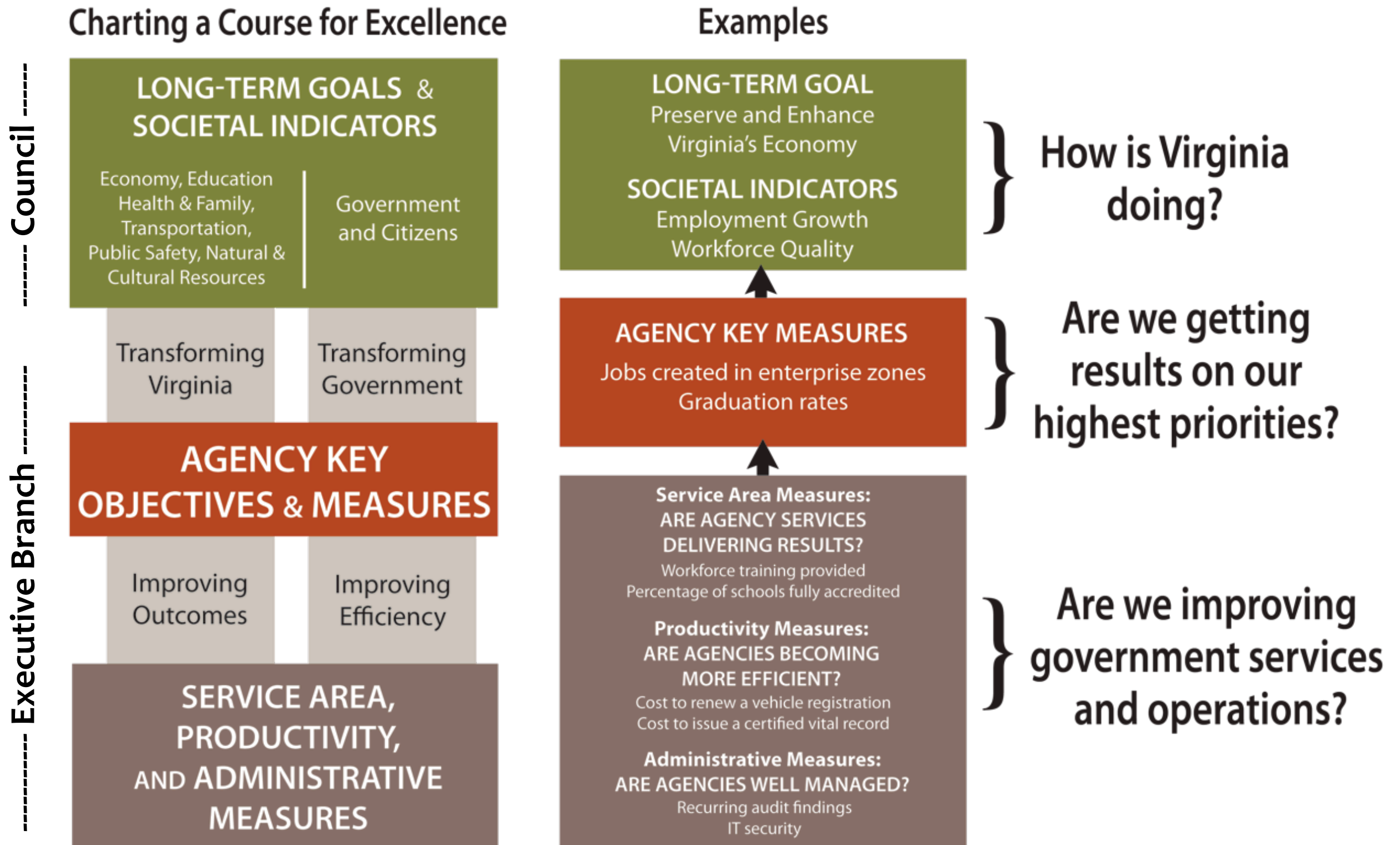
### How Is Virginia Doing? Our Annual Performance Summary



The 2010 Virginia Report is now available for download ([see News & Resources](#) for access to different PDF versions). Each year the Council on Virginia's Future publishes this annual summary of the state of the Commonwealth, based largely on data culled from Virginia Performs.

This year's report includes two new chapters: "A Profile of Virginia" that highlights key data about Virginia's people, economy, and government; and "A Regional Perspective," which examines Virginia's eight regions in some detail, revealing sometimes wide disparities in performance.

# Virginia Performs Architecture





# SCORECARD AT A GLANCE

Virginia Performs VISION FOCUS RESULTS

"Measuring what matters to Virginians."

## Economy

**Goal:** Be a national leader in the preservation and enhancement of our economy.

Business Climate	↑
Business Startups	→
Employment Growth	→
Personal Income	↓
Poverty	↓
Unemployment	↓
Workforce Quality	↑

## Education

**Goal:** Elevate the levels of educational preparedness and attainment of our citizens.

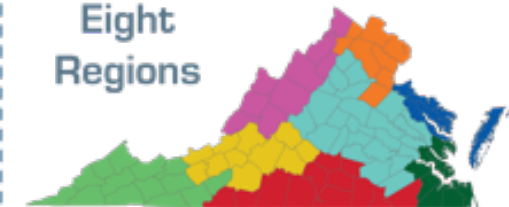
School Readiness	↑
3rd Grade Reading	↑
4th Grade Reading/Math	↑
High School Graduation	↑
High School Dropout	↑
College Graduation	↑
Educational Attainment	↑
Lifelong Learning	→

## Health and Family

**Goal:** Inspire and support Virginians toward healthy lives and strong and resilient families.

Adoption	↑
Cancer	↑
Cardiovascular Disease	↑
Child Abuse and Neglect	↑
Foster Care	↑
Health Insurance	↓
Immunization	↑
Infant Mortality	↑
Life Expectancy	↑
Obesity	↓
Smoking	↑
Suicide	↓
Teen Pregnancy	↑

## Virginia's Eight Regions



Valley Region
Northern Region
Central Region
Eastern Region
West Central Region
Southwest Region
Southern Region
Hampton Roads Region

## Public Safety

**Goal:** Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	↑
Emergency Preparedness	↑
Juvenile Intakes	↑
Recidivism	↑
Traffic Fatalities	↑

## Natural Resources

**Goal:** Protect, conserve and wisely develop our natural, cultural and historic resources.

Air Quality	↑
Energy	→
Historic Resources	→
Land Preservation	↑
Solid Waste and Recycling	→
Water Quality	↑

Performance Trend

Improving	↑
Maintaining	→
Worsening	↓

## Transportation

**Goal:** Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Infrastructure Condition	↓
Land Use	↑
Traffic Congestion	↓

## Government & Citizens

**Goal:** Be recognized as the best-managed state in the nation.

Bond Rating	↑
Civic Engagement	→
Consumer Protection	↓
Government Operations	↑
Internet Access	↑
Taxation	→
Voter Registration & Turnout	→

## Virginia Performs Structure and Outcomes:

# How Does Virginia Compare to Other States?

INDICATOR RANK	1-10	11-20	21-30	31-40	41-50
<b>ECONOMY</b>					
Business Climate	●				
Business Startups		●			
Employment Growth		●			
Personal Income	●				
Poverty	●				
Unemployment	●				
Workforce Quality	●				
<b>HEALTH &amp; FAMILY</b>					
Cancer Deaths			●		
Cardiovascular Disease			●		
Health Insurance		●			
Immunization (Childhood)				●	
Infant Mortality				●	
Obesity		●			
Smoking				●	
Suicide		●			
Teen Pregnancy		●			
<b>NATURAL RESOURCES</b>					
Historic Districts	●				
Energy			●		

INDICATOR RANK	1-10	11-20	21-30	31-40	41-50
<b>EDUCATION</b>					
College Graduation (4-Year)	●				
College Graduation (2-Year)			●		
Fourth Grade Reading	●				
Fourth Grade Math		●			
High School Dropout		●			
<b>PUBLIC SAFETY</b>					
Emergency Preparedness	●				
Property Crime		●			
Violent Crime	●				
Traffic Fatalities		●			
<b>TRANSPORTATION</b>					
Infrastructure (Deficient Bridges)			●		
Traffic Congestion (Commute Time)					●
<b>GOVERNMENT &amp; CITIZENS</b>					
Bond Rating	●				
Consumer Protection (Fraud)					●
Internet Access (Digital Gov't)	●				
Taxation (State and Local)				●	
Voter Turnout		●			
Charitable Giving				●	

# Virginia Performs Structure and Outcomes: How Are Virginia's Regions Doing? (A Sampling of Indicators)

Trend Key:

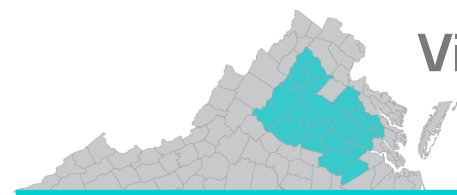
● Improving

● Maintaining

● Worsening

ECONOMY	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
Business Startups	●	●	●	●	●	●	●	●
Employment Growth	●	●	●	●	●	●	●	●
Personal Income	●	●	●	●	●	●	●	●
Poverty	●	●	●	●	●	●	●	●
Unemployment	●	●	●	●	●	●	●	●
EDUCATION	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
School Readiness	●	●	●	●	●	●	●	●
High School Graduation	●	●	●	●	●	●	●	●
High School Dropout	●	●	●	●	●	●	●	●
HEALTH & FAMILY	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
Cancer	●	●	●	●	●	●	●	●
Cardiovascular Deaths	●	●	●	●	●	●	●	●
Foster Care	●	●	●	●	●	●	●	●
Infant Mortality	●	●	●	●	●	●	●	●
Obesity	●	●	●	●	●	●	●	●
Suicide	●	●	●	●	●	●	●	●
PUBLIC SAFETY	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
Property Crime	●	●	●	●	●	●	●	●
Violent Crime	●	●	●	●	●	●	●	●
Juvenile Intakes	●	●	●	●	●	●	●	●
Traffic Fatalities	●	●	●	●	●	●	●	●

# Virginia Performs Structure and Outcomes: Trends Over Time: A Regional View



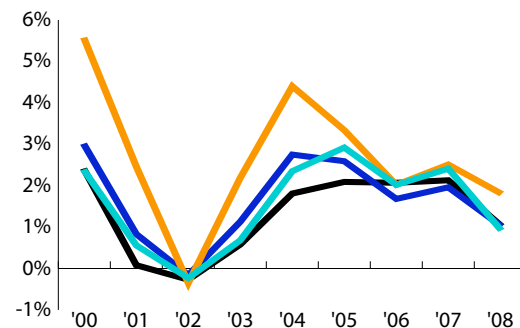
VirginiaPerforms Trends for Selected Indicators:

## Central Region

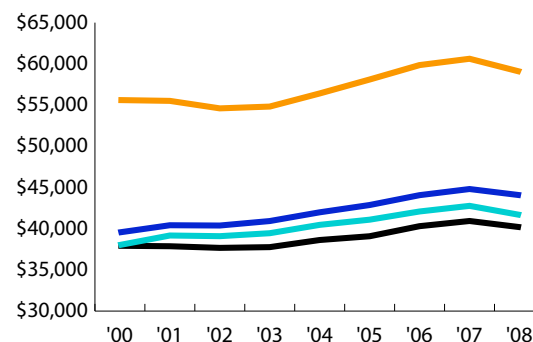
See the Council presentation to the Intergovernmental Relations committee for other regional profiles. Available at [future.virginia.gov](http://future.virginia.gov)

### Economy

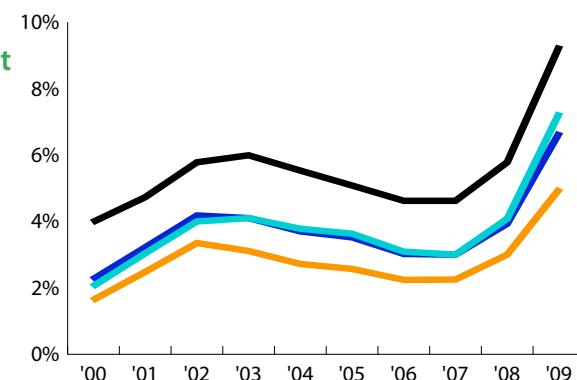
Annual Percent Change in Employment



Per Capita Personal Income (2008 Dollars)

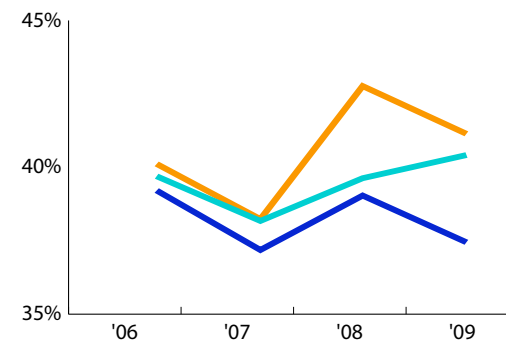


Unemployment Rate (Percent of Labor Force)

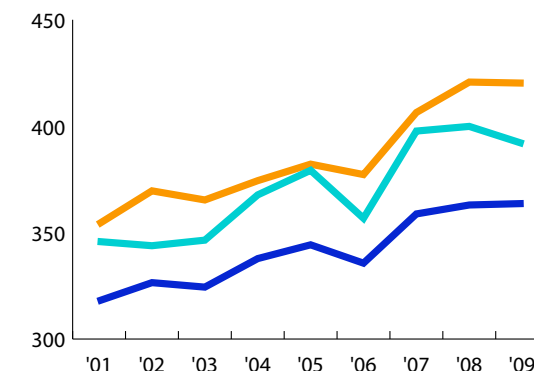


### Education

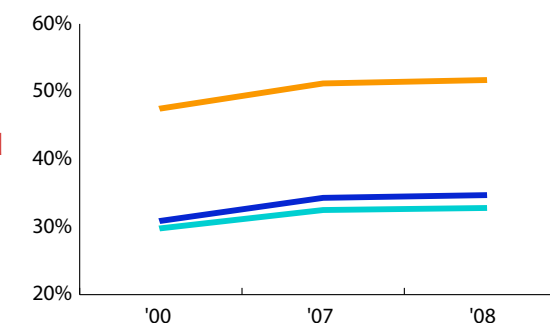
Third Grade Reading SOL Advanced Pass Rate



New Student Enrollments in 4-Year College (per 100,000 Residents)



Residents with Advanced Degrees (Bachelor's and Beyond)



- Central
- Northern (Leading Region)
- Eastern (Leading Region for Property Crime)
- Virginia
- National



# Regional View: Hampton Roads Performs

Virginia.gov Online Services | Help | Governor | General Assembly Search Virginia.gov GO

Virginia Performs VISION | FOCUS | RESULTS Virginia Performs Home | About Virginia Performs

Measuring the quality of life in Virginia's Hampton Roads

## Hampton Roads★Performs

Home | About Hampton Roads Performs | Contact Us  
Hampton Roads Scorecard | Regional Profile | Locality Profiles

Economy Education Health & Family Public Safety Natural Resources Transportation Government & Citizens

Search the site... Go

**Hampton Roads Partnership Strategic Goals**

- Quality Workforce
- Competitive Economy
- Modern Infrastructure

**Measuring the Quality of Life in Virginia's Hampton Roads**

Hampton Roads is a vibrant region for people to live, work, and visit. People in the region are unified by a common desire to improve their quality of life through ever-greater economic opportunities and an outstanding environment.

Hampton Roads Performs tracks our progress and provides insight into those aspects of life that will ensure the region's competitive position in the global economy. See how the region is doing overall on [the Hampton Roads Scorecard](#). And explore the 7 quality-of-life categories above (Economy, Education, etc.) to see how Hampton Roads compares to other regions of Virginia and to metropolitan areas outside the state.

**Measuring Up in Hampton Roads**

**Getting Down to the ABC's**

In order to fully benefit from instruction, children must come to kindergarten with many basic skills already established. In Fall 2007, almost 14% of kindergarten students in Hampton Roads were identified as needing extra help with literacy fundamentals. A working group is now exploring what data is available to track and make progress in those areas that help children, families, and communities "get ready" for school.

**What is Hampton Roads?**

- Southeastern corner of Virginia
- Population exceeding 1.6 million
- America's largest natural deepwater harbor
- More than 90,000 students enrolled in 8 colleges/universities and 3 community colleges

[Explore our Regional Profile](#) for more information.

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◀ Home page

Scorecard ▶

Hampton Roads★Performs "Measuring the quality of life in Hampton Roads, Virginia"

The Economy, Education and Transportation indicators represent the current Strategic Goals of the Hampton Roads Partnership.

Economy	Education	Transportation
Business Startups ↑	School Readiness ↑	Land Use ↑
Employment Growth →	Third Grade Reading →	<b>Public Transit</b> ↑
<b>Modeling &amp; Simulation</b> ↑	High School Graduation →	Traffic Congestion →
<b>Net Migration</b> ↓	High School Dropout ↑	
Personal Income ↑	College Graduation →	
<b>Port / Maritime</b> ↑	Educational Attainment ↑	
Poverty →		
<b>Research &amp; Technology</b> ↑		
Unemployment →		
Workforce Quality ↑		

**Health and Family**

Cancer ↑
Cardiovascular Disease ↑
Child Abuse and Neglect ↑
Foster Care ↑
Health Insurance →
Infant Mortality →
Obesity ↓
Suicide →
Teen Pregnancy ↑

**Public Safety**

Crime ↑
Juvenile Intakes →
Traffic Fatalities →

**Natural Resources**

Land Preservation ↑
Solid Waste and Recycling ↑
Water Quality ↑

**Performance Trend**

- ↑ Improving
- Maintaining
- ↓ Worsening

NOTE: Bolded indicators are unique to Hampton Roads Performs.

**Hampton Roads**  
America's First Region

Map showing the location of Hampton Roads in Virginia, including counties like James City, York, Gloucester, and others.

# History and Next Steps

--- Council ---  
----- Executive Branch -----

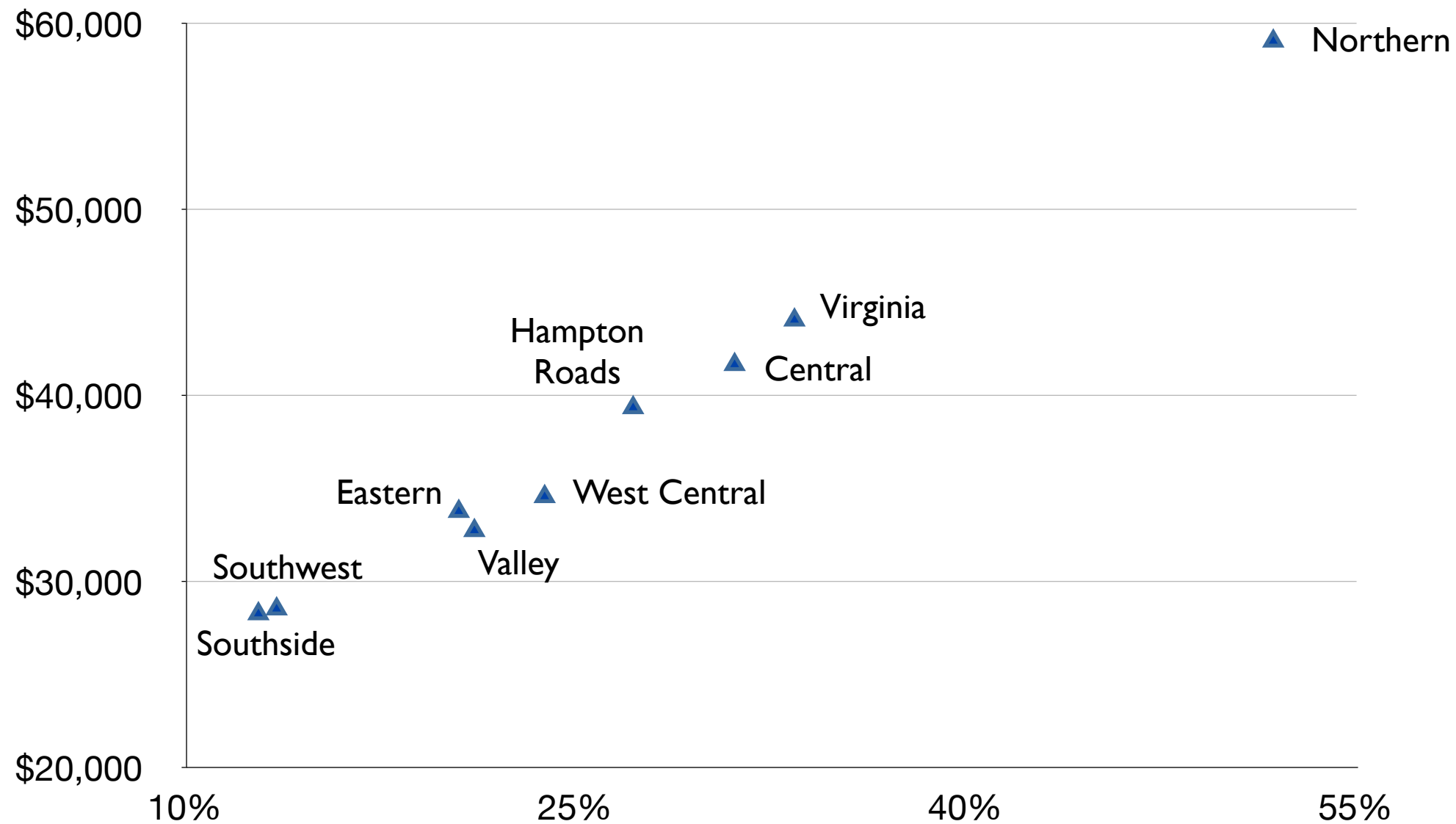
	Development Phase (2003-2005)	Implementation Phase (2006-2009)	Current Status	Next Steps (2010-2013)
Level	Define and Create the Performance System	Strengthen Links to Performance, Improve Transparency		Continue Development & Enhancement
<b>Societal</b>  How Is Virginia Doing?	<ul style="list-style-type: none"> <li>Overall vision and long-term goals for the Commonwealth</li> </ul>	<ul style="list-style-type: none"> <li>User-friendly Virginia Performs website that integrates societal- and agency-level views</li> <li>Special focus on higher education</li> <li>Development of Hampton Roads Performs</li> </ul>	<ul style="list-style-type: none"> <li>Strong foundation in place</li> <li>Well-developed system</li> <li>Refinement continues</li> </ul>	<ul style="list-style-type: none"> <li>Identifying and tracking a critical few drivers of economic competitiveness in Virginia (Competitiveness Index)</li> <li>Complete first phase of regional competitiveness study (May 2011)</li> </ul>
<b>Enterprise</b>  Are We Getting Results on Our Highest Priorities?		<ul style="list-style-type: none"> <li>Agency key measures: First step toward gaining enterprise perspective</li> </ul>	<ul style="list-style-type: none"> <li>No formalized or systematic way to track enterprise-level priorities</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise Level: <ul style="list-style-type: none"> <li>Short term: Capture metrics related to top priorities (e.g., land preservation, college degrees)</li> <li>Long term: Capture enterprise-wide plans and metrics that transcend secretarial and agency boundaries</li> </ul> </li> </ul>
<b>Agency</b>  Are We Improving Government Services and Operations?	<ul style="list-style-type: none"> <li>Consistent and integrated strategic planning</li> <li>Service area plans linked to the budget</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened focus on agency outcomes and results</li> <li>Regular reporting by agencies on performance measures</li> <li>Began development of Performance-Based Budgeting System</li> <li>Initiated the Productivity Investment Fund to complement enhanced focus on performance management</li> </ul>	<ul style="list-style-type: none"> <li>Continued training and technical assistance needed to improve measures</li> <li>Initiation of assessment and evaluation of strategic planning process and metrics</li> <li>Completed the first phase of the Performance-Based Budgeting System</li> <li>Productivity Investment Fund: 31 projects with 17 state agencies, projected 4.8X ROI</li> </ul>	<ul style="list-style-type: none"> <li>Full implementation of Performance Budgeting System, including strategic planning <ul style="list-style-type: none"> <li>Short term: Report progress in FY2011 on existing measures</li> <li>Long term: Assess overall system in preparation for submission of 2012-2014 biennium budget</li> </ul> </li> <li>Continue enhancement of the Productivity Investment Fund</li> <li>Focus on continuous improvement, formalize cost-saving incentives</li> </ul>

# Regional Competitiveness

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# Per Capita Personal Income and Educational Attainment: Virginia's Regions



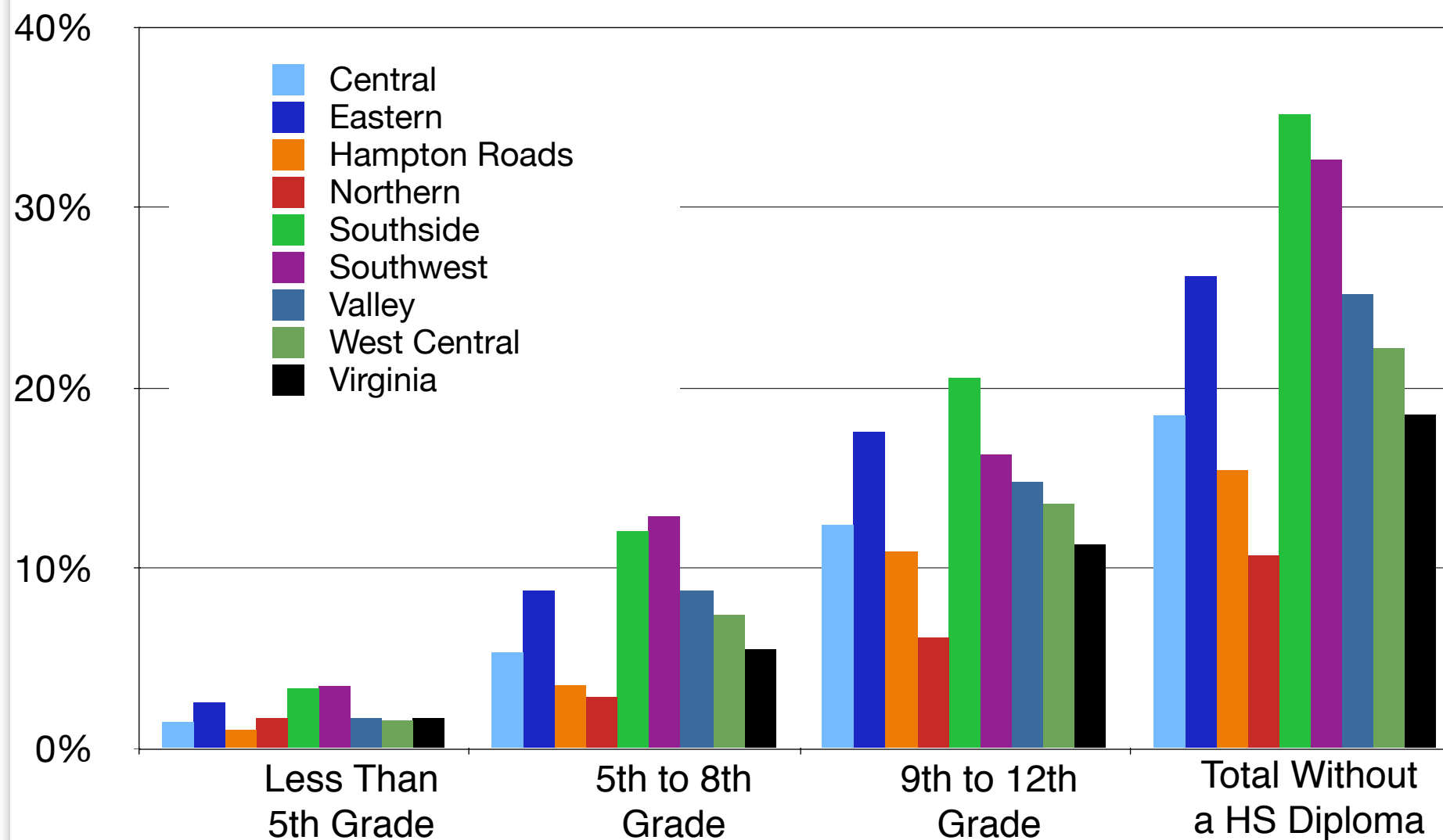
Percent of the Population 25 and Over with at Least a Bachelor's Degree

Source: Educational Attainment - Current Population Survey (table creator), 2005-2009, U.S. Census Bureau; Adjusted 2008 Per Capita Personal Income - Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce.



# Less Than High School by Region

Adults with Less Than High School Diploma, Age 25 and Older, by Region, 2000



Source: 2008 American Community Survey, U.S. Census Bureau

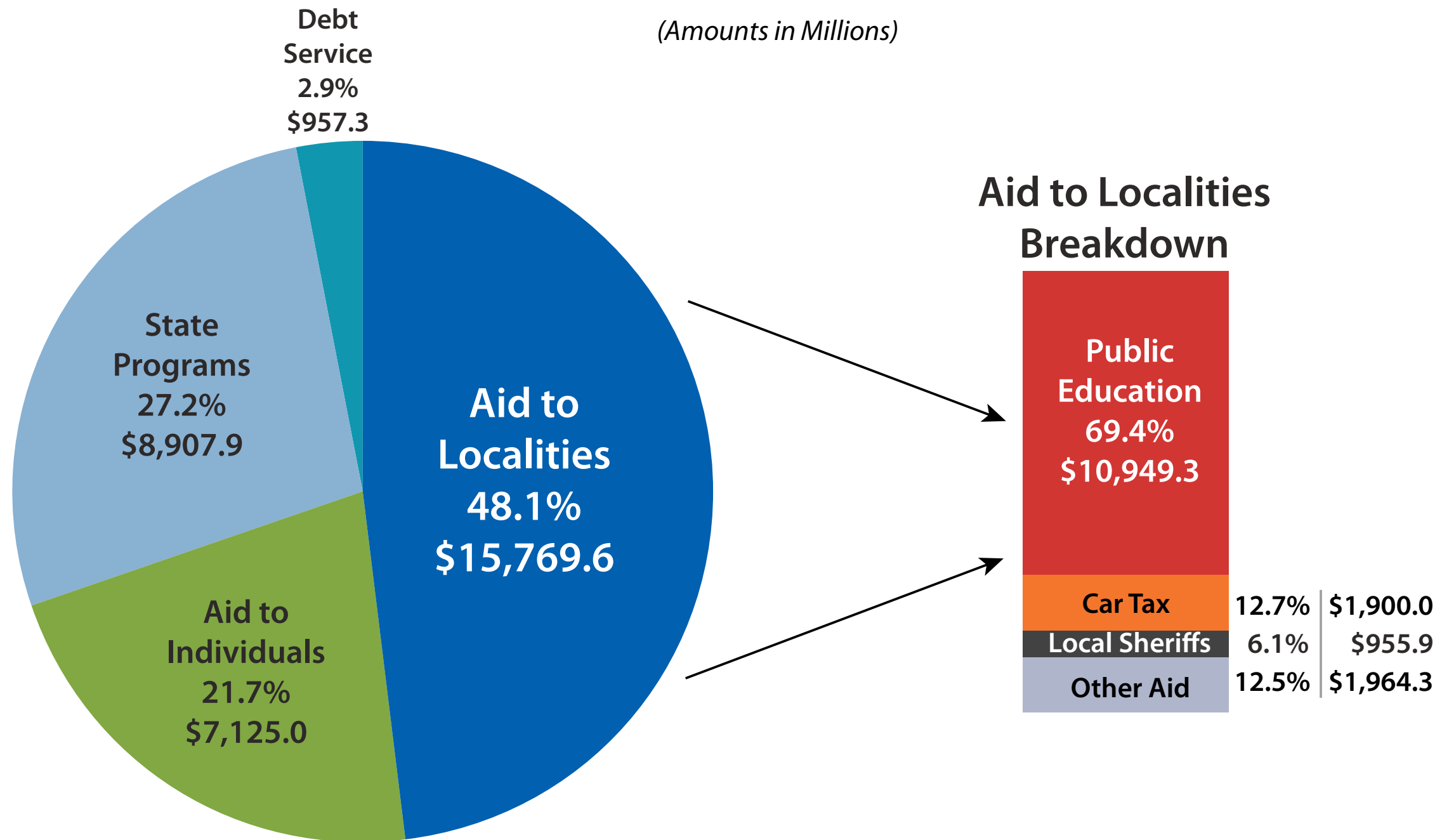
# International Adult Educational Attainment Rates for Key Age Cohorts, 2008

	Adults with at Least an Associate Degree (per 100 Adults)		
	Age 35 to 44	Age 25 to 34	Percent Difference in Age-Cohort Attainment Rates
Korea	42.5	57.9	36.6%
Canada	54.2	55.9	3.1%
Japan	48.4	55.1	13.8%
New Zealand	39.9	47.6	19.3%
Ireland	36.8	45.6	23.9%
Virginia	45.7	42.4	-7.2%
United States	43.0	41.6	-3.3%

Source: Organization for Economic Cooperation and Development (OECD), *Education at a Glance 2010*. Virginia data from the National Center for Higher Education Management Systems (NCHEMS).

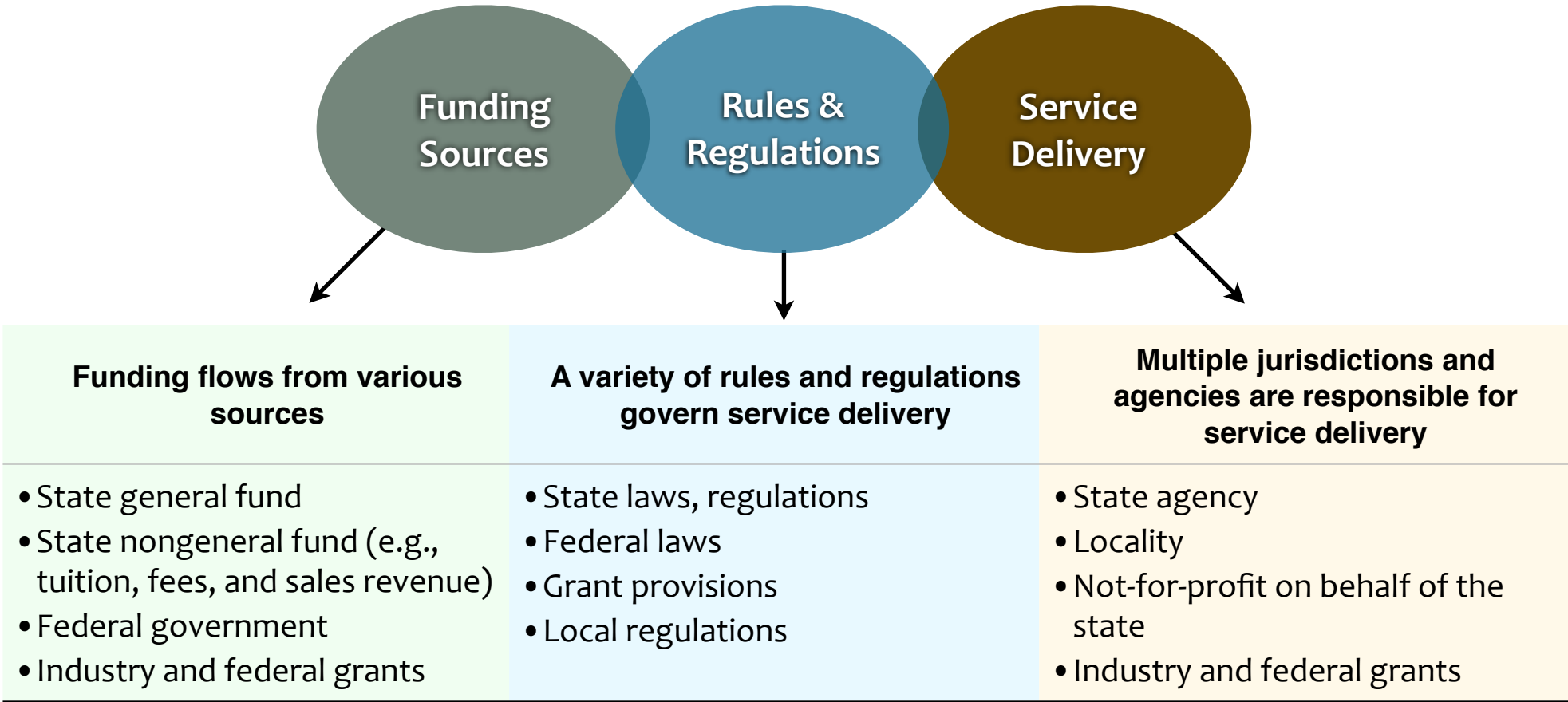
# 2008-2010 State Budget

## Almost Half of the General Fund Operating Budget Goes to Localities



Source: "Virginia's Budget Composition, Fiscal Trends, and Future Issues." Presentation to the Governor's Commission on Government Reform and Restructuring, the Honorable Richard D. Brown, Secretary of Finance, June 4, 2010.

# Facilitating Sustainable Change in a Complex Environment



- Accountability systems are sometimes at a different level than rules, regulations, and funding.
- Linkages between performance and funding are sometimes limited.
- Outcome targets are not incorporated into formulas driving significant investment.
- It can be difficult to isolate specific metrics for monitoring outcomes.
- Accountability for outcomes is weakened and diffused when the service site has multiple funding sources.



# Regional Competitiveness Initiative

- The Governor's Commission on Government Reform and Restructuring recognized the value of examining new approaches to foster significant improvements in regional economic competitiveness.
- A project to validate the opportunities for further work is focusing on three core issues:
  - ▶ Economic competitiveness,
  - ▶ Efficiency, and
  - ▶ Effectiveness.
- Follow-on work, if approved, will include additional phases of study to develop a more detailed assessment of the current state, identify options and solutions, and propose an implementation strategy.

# Sites of Interest

**Virginia Performs:**  
[VaPerforms.virginia.gov](http://VaPerforms.virginia.gov)

**Productivity Investment Fund:**  
[www.pif.virginia.gov](http://www.pif.virginia.gov)

**Council on Virginia's Future:**  
[future.virginia.gov](http://future.virginia.gov)

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JANE N. KUSIAK  
EXECUTIVE DIRECTOR  
COUNCIL ON VIRGINIA'S FUTURE

1001 E. BROAD ST., SUITE 430  
RICHMOND, VA 23219  
804.371.2346

JANEKUSIAK@VIRGINIA.EDU